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CENTER ROUTING SLIP

FROM			DATE
O/DDI			2 Apr. 70

TO		INITIALS	DATE
DIRECTOR			
DEP/DIRECTOR			
EXEC/DIRECTOR	2	[illegible]	4/9
SPECIAL ASST	1.	M	4/2
ASST TO DIR			
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CH/SSD/TSSG			
PERSONNEL			
LOGISTICS			
TRAINING			
RECORDS MGT			
SECURITY			
FINANCE			
DIR/IAS/DDI			
CH/DIAXX-4			
CH/DIAAP-9			
CH/SPAD			

REMARKS

1-2

John:

I have given copies of the attached to [redacted]. He suggested that they be passed out to the Group/Staff chiefs at the Career Service Board meeting. With your approval, Ernie will hand them out for review and possible discussion at a later meeting.

O/

25X1

DDR-Dupe

IP FM 30 (12-69) - OBSOLETE PREVIOUS EDITIONS

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DDI-864-70

DD/S 70-1183

26 MAR 1970

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
General Counsel
Inspector General

SUBJECT : The Career Training Program

1. As announced at the 11 March 1970 Deputies' Meeting, the Executive Director-Comptroller approved the attached Career Training Program paper. Also approved was the recommendation of the Director of Training that copies of the paper should be distributed widely and at least to Office Directors in the Intelligence, Science and Technology, and Support Directorates and to Staff and Division Chiefs in the Clandestine Service. It is hoped that the paper will be available at the level where immediate supervision of Career Trainees is most likely to take place.

2. Forwarded herewith to each addressee are copies to permit distribution as indicated above. Additionally, copies are being forwarded to Heads of Independent Offices.

[redacted] 25X1

R. L. Bannerman
Deputy Director
for Support

Atts

cc: Deputy to the DCI for NIPE
Director of National Estimates
Legislative Counsel
Director of PPB

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Excluded from automatic downgrading and

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18 February 1970

The Career Training Program

Statement of Purpose and Plan of Operation

I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement and not supplant, the Agency's direct hiring of professional specialists.

II. Management

A. Selection and Training of Career Trainees

Responsibility for the selection and training of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from and consults with the Executive Director-Comptroller and the several Deputy Directors.

B. Assignments to Career Training Staff

The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and developing the initial placement of junior careerists. Such assignments should be of a rotational nature.

C. Initial Placement and Early Career Development

1. It is the responsibility of the Career Training Staff to recommend initial placement of Career Trainees within the Directorates based on their background, training record, specific qualifications, results of interim assignments, and suitable openings.

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2. Actual placement of Career Trainees is the responsibility of the Directorate or Career Service officials following consultation with representatives of the Career Training Staff. The component reserves the right to determine the suitability of the trainee for career assignment and to accept or reject him accordingly.

3. The Directorate or Career Service is responsible for early career development of the trainee based on a general plan devised in consultation with the Career Training Staff at the time of assignment.

4. The assignment is not confirmed nor the trainee accepted into the Career Service until the component is satisfied about the suitability of the trainee and the appropriateness of the assignment.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity; evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades

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become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. Thereafter, a Career Trainee will be promoted according to norms established by the particular Career Service into which he is accepted.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will become no less favorable for that group so long as it is on the current roster of the Program.

E. The first Career Training Class to which the above promotion policy will apply is that of January 1971.

V. Training

A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U.S. in world affairs and its international activities; the purpose and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. Duration of this cycle normally will not exceed three months and may be shortened depending on evolution of content, teaching methods, and evaluation techniques. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of

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basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with component officials, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with an appropriate representative of the unit to which the trainee is assigned to acquaint him with the trainee's background, to discuss what each of them believes is achievable during the period of assignment in terms of the trainee's contribution to the work of the unit, and to provide a basis for familiarizing and evaluating the trainee during the period. Success in this depends upon the degree to which supervisors accept the responsibility to ensure experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

1. Upon the trainees' successful completion of the basic training cycle and interim assignments, a determination is made about the most appropriate career projection (Directorate) for each trainee. In making such determination, the Career Training Staff relies upon judgments of component representatives about their projected needs for junior officers and about a particular trainee's suitability as a result of their exposure to him during interim assignment. Also taken into account are the trainee's qualifications, training and interim assignment performance; psychological evaluation; and the trainee's preferences to the extent they are consistent with the Agency's needs and his own qualifications.

2. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case. The determination about a given trainee's career direction is not irrevocable but can be changed in the light of subsequent developments, particularly with regard to his performance in advanced training or initial assignment.

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B. Advanced Training

1. Advanced training is given to a particular trainee in accordance with the career direction which has been determined for him. It is designed to develop and improve skills for application in a major functional area of the Agency, i.e., clandestine operations; intelligence collation, analysis and production; support functions; or other pertinent type of work. Agency training courses given as part of the Program at this stage of development range in duration from six weeks to six months depending on the type of preparation required.

2. Effort is made to enroll the trainee, whenever practicable, in advanced training at such time as he will be able to capitalize on it as soon as possible after its completion. In cases where the trainee may not receive such training before he is transferred from Career Training status to a functional Career Service, it becomes the responsibility of the operating component to which he is assigned to arrange such training at the appropriate time.

3. Additional training which is desired by an operating component but is not formally included in the Career Training Program, e.g., course work at outside institutions, language training, or other Office of Training courses, may be arranged in consultation with the Career Training Staff.

C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed training sufficient to satisfy requirements for his being assigned on a full-time basis, the Career Training Staff notifies officials of the appropriate Career Service or Directorate of the trainee's availability and requests that he be considered for assignment which would best match the trainee's qualifications with the component's needs. It is the prerogative of the component to determine which assignment is most appropriate for a particular trainee.

2. An essential element in the effective implementation of the assignment, however, is the opportunity for personal consultation between the Career Trainee's Program Officer and his projected supervisor. The Program Officer is charged, first, with providing to the supervisor pertinent information about the trainee's background, performance to date, and personal characteristics. In addition, the Program Officer and supervisor together should devise a practicable short-term plan for the use and development of the trainee, including where feasible additional Agency and external training.

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D. Monitoring the Assignment

1. Once placed in his initial assignment, the trainee remains in Career Trainee status until appropriate officials in the operating component are satisfied that he is properly placed and eligible for transfer into the component's career service. Action to this end should be taken not later than one year following the assignment and can be accomplished earlier, if mutually agreeable. During this period both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about the trainee's effectiveness and his suitability for career development in the component.

2. If experience during this period reveals unsatisfactory aspects to the assignment, corrective action may be undertaken. Such action can include remedial training, reassignment within the component, and return to the Career Training Program for reassignment or separation from the Agency, as appropriate.

3. Once the Career Trainee is accepted by a Career Service, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as from other students, to assess the validity of its training programs.

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TRANSMITTAL SLIP	DATE 1 APR 1970

TO: Director, NPIC

ROOM NO.	BUILDING
6N212	

REMARKS:

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FROM: O/DD/I Administrative Staff

ROOM NO.	BUILDING	EX
CE-0442	Hqs.	

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FORM NO 1 FEB 55 241 REPLACES FORM 36-8 WHICH MAY BE USED. (47)

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